



Visions

VOL V No 1 Jun 95

Army Management Staff College Newsletter

**The Preeminent Management College for Army Leaders
Civilian and Military**

Army Chief of Staff Opens First General Officer Installation Commanders Course

The Army's first General Officer Installation Commanders Course was conducted 12-17 Feb by the Army Management Staff College and the Army Community and Family Support Training Center (ACFSTC) at the ACFSTC facility in Falls Church, VA. Opening keynote speaker was Army Chief of Staff, General Gordon R. Sullivan. The course is the first of its kind tailored to the executive level needs of Installation Commanders, Deputy Installation Commanders, and MACOM staff principals with installation responsibilities.

General Officers who attended the first course were:

LTG Henry H. Shelton, Commanding General, XVIII Airborne Corps and Fort Bragg; MG Richard A. Chilcoat, Commandant, US Army War College; MG William J. Bolt, Commanding General, US Army Training Center and Fort Jackson; BG Arthur T. Dean, Deputy Chief of Staff for Personnel and Installation Management, Forces Command; BG Leroy R. Goff III, Assistant Division Commander, 4th Infantry Division (Mechanized), Fort Carson. LTG Shelton stated that "This GO Installation Commanders Course was dynamite. My only regret was that I did not attend earlier. It is a must for installation courses--its hands-on approach, professional

instructors, and class mentor, LTG (Ret) Tom Carney, make it time well spent. I now know the key areas to check, important questions to ask, and how to analyze a balance sheet. A great course!"



General Gordon R Sullivan opens the first General Officer Installation Commanders Course on 12 Feb 95.

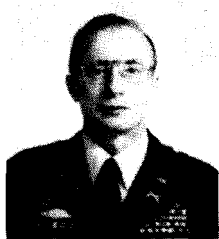
Other General Officer speakers included MG John H. Little, Assistant Chief of Staff for Installation Management:

MG Robert D. Orton, Deputy Chief of Staff for Base Operations Support, US Army Training and Doctrine Command; MG Leslie M. Burger, Assistant Surgeon General for Operations and Logistics; BG John G. Meyer, Commander, US Army Community and Family Support Center; and BG Stephen M. Bliss, Deputy Commanding General, Army Air Force Exchange Service.

The four and a half day course provided an executive level view of civilian personnel, environmental issues, resource management, facilities maintenance and construction, state and local community relations, tenant agency relationships, and morale, welfare, and recreation issues.

In addition to the General Officer speakers, AMSC and ACFSTC faculty and staff provided functional presentations and support.

Four classes are scheduled to be held each year.



COMMANDANT'S CORNER

PARTNERS HIP-- NO TJUSTA BUZZWORD

"Partnerships" today are evidenced by a surge of formal and informal contracts between military installations and local communities, between universities and industry, between professional societies and colleges, and more. Exactly what is a partnership?

Webster defines partnership as the state of being a partner. Partner is defined as a person associated with another or others in a common activity or interest, especially a member of a business. Synonyms are ally, associate, colleague, confederate. Partner implies a relationship, frequently between two people, in which each person has equal status and a certain independence but also has an obligation to the other or others.

Vice President Gore's National Performance Review directed that labor and management work together to eradicate what may have been previous adversarial relationships. Current trends indicate that a continuation toward streamlined and flatter organizations will be accompanied by a need for greater teamwork and partnership.

AMSC faculty and staff fostered partnership before it became a buzzword. Jim Minor and Jane Note exemplify partnership at the individual level. These are the most recent recipients of the AMSC Team Player Award, presented periodically since 1991 to a staff or faculty member who consistently and outstandingly displays a cooperative attitude and actions while working with others to attain College goals.

At the organizational level, AMSC has developed partnerships with varied installations and agencies. Fort Bragg is one example. Working with Eleanor Richardson and the Supervisory Development Center, AMSC faculty designed and delivered workshops on curriculum development, conflict resolution/supervisory coaching, executive communication, and **garrison operations**. Garrison "adjunct faculty" will extend these workshops to additional audiences at Fort Bragg. AMSC faculty also assisted the Fort Bragg command group to identify and implement readiness management indicators. Of course, partnership means mutual benefit, and AMSC faculty mold knowledge gained about real-life situations at Fort Bragg and other organizations with whom we interact into case studies, practical exercises, and discussion examples in AMSC seminars.

Partnership is similarly evident in the complementary curricula of the Garrison Precommand and Installation Command courses, and between these courses and our trademark resident and nonres programs. Leaders in **TRADOC/CASCOM**, **OASA(MRA)**, the FCR community, other educational institutions, and among alumni certainly share common interests with AMSC and must be counted as full partners -- teammates in our mutual quest for excellence.



AMSC PARTICIPATES IN ARMY RUN



AMSC runners in the Fort Belvoir Army Run.

Students, faculty, and staff participated in the Fort Belvoir Army Run on 14 Jun 95 in celebration of the Army's 220th anniversary. The day began early for some 60 AMSC runners as they met behind **Humphreys Hall** at 0600 to warm up for the over two-mile run. After warming up, runners joined other Fort Belvoir units. AMSC was the only group composed primarily of civilians to participate. Several students and faculty members walked the route behind the runners. Our team was supported by a cheering section composed of staff, faculty, and students. Another AMSC tradition has begun!



"AMSC is the best training I've had since joining the Army. It gave me a sense of my place and value in a large institution."

AUSA WINNERS



LTC Doris Henderson is presented the AUSA Award by LTG Andrew Chambers (Ret.) at the 94-3 graduation ceremony on 16 Dec 94.

Lieutenant Colonel Doris H. Henderson received the Association of the United States Army Award (AUSA) from Lieutenant General Andrew P. Chambers, USA (Ret.), Coordinator of Membership Services and National Awards, AUSA, at the Graduation Ceremony of Class 94-3 on 16 Dec 94. At the time of the presentation, COL Henderson was Director of Personnel and Community Activities, Walter Reed Army Medical Center, Washington, DC. She has since become Chief, Managed Care, North Atlantic Health Service Support Area.

COL Henderson is the second military AMSC graduate to receive this prestigious award.



“In March of 1995, I received my Masters of Arts in Management from Webster University. I really began my graduate degree at **AMSC**. Webster allowed me to transfer in 12 semester hours that I earned while I was attending **AMSC**. AMSC saved me about \$3,000 and a year’s worth of work on my master’s program. I am better prepared to make a more meaningful contribution to the Army.”

Graduate
93-1



LTG Richard Trefry (Ret.) presents Mr. Joseph Irvine the AUSA Award at the Class 95-1 graduation on 14 Apr 95.

During the graduation ceremony of Class 95-1 on 14 Apr 95, Mr. Joseph C. Irvine, Detachment Operations Officer, Stuttgart Military Intelligence Detachment, U. S., Army Europe, received the AUSA award from Lieutenant General Richard G. Trefry, USA (Ret.), Senior Fellow, Institute of Land Warfare, **AUSA**.

Photos of both recipients receiving their awards are on display along with other AUSA winners on the third floor of **Humphreys Hall**. The AUSA award was first presented in 1988.

“My AMSC experience was rewarding, enjoyable, and informative. I feel honored to be known as a graduate of this educational process.”

Graduate
94-2



“The curriculum at AMSC is tough and challenging, but not without rewards. The knowledge and experience I gained in this growth process is something I use in each and every task I have accomplished since graduation.”

Graduate
94-2



**PERSPECTIVE BY
THE DEAN**

**OF PERFORMANCE AND
PARTNERSHIP--ALL LEVELS
AND FLAVORS**

More and more our only organizational constant is unrelenting change, making performance an integrally critical piece of the identifiable "deliverable" of every job. Performance is rarely a stand-alone challenge, it is a systems challenge involving all the partners of the system. In effect, performance depends upon a sort of mass mutual learning partnership of intraorganizational and contextual dimensions. In English, to do your job you depend on the performance of all the partners of your organization as well as the performance of all the partners who are part of the environment to which your organization belongs--a sort of gigantic interlinking set of partnerships. One trusts each partner to be capable, competent, and aptitudinally adjusted to the performance upon which one's own successful performance depends.

On a large scale, interest in "partnership" is catalyzed by the Administration's efforts to cooperatively administer regulations through the states. For instance, partnerships between Federal, state, and local governments dramatically increased the response time during the California earthquake last year. Partnerships between the Federal Railroad Administration and the rail industry unions demonstrate how a regulatory agency can partner with a regulated industry to work toward a common goal--safety in this case. The EPA is actively exploring such federal/state partnerships in environmental regulation and the Department of Education is exploring such partnerships to improve the primary and secondary education provided in the U.S.A. The progress of the evolutionary process of these partnerships depends heavily on the trust federal and state officials have in each other.

Corporations seek partnerships with colleges and universities, even high schools, to encourage that these institutions teach the most useful skills to those who are students now but will be part of that corporation's work force pool in a relatively short time. The Detroit area car manufacturers particularly have been working such partnerships since before "partnership" became a 'media phrase. The necessity for a thinking, high performing employee with a team success orientation, who could stop a problem before it became a long-term financial disaster drove implementation of these partnerships. If

you can't use what the schools graduate, then you work with the schools to produce something you can use.

Partnerships, in effect, are one way organizations seek to generate alternative ways of doing business. As a tool in the reinvention movement, partnering is seen as a way to achieve the new economic reality--better services, more quickly delivered, and at a lower cost. Better services, more quickly delivered, and at a lower cost depend on the performance of each member of each partner organization. Partnering adds to your own organization the resources of your partner--at least in theory. In practice partnership assumes trust can be established between all the partners and that matters of "competition" or "turf" can be equitably settled. As in Detroit, the best partnerships appear to be based in symbiotic relationships.

Engaging in partnership means that you plan to do more with less--plan to use the assets of your partners to most effectively and efficiently leverage your own. In this view, partnering catalyzes **jointness**. You are layering and designing your organization to be used effectively and efficiently by the people of the partnership. In short, as you partner with other organizations, only one organization has to provide the experienced personnel in any particular area so one organization can delay in particular areas of expertise. The bottom line is, of course, that delay **ering** and reduction of the workforce appear to go hand-in-hand.

Delaying and designing an organization to be used by people means shifting people into, among, and out of organizations. Shifting people means retraining, cross-functional organizational structures, fluid management, and new roles for managers and employees. Seismic shifts induced by partnerships which delay and redesign organizations demand dramatic increases in abilities to cope with change, galloping uncertainty, and stress, in ability to think fluidly and be competent in the supporting tool kits, and ability to deliver education and training inextricably tied to the workplace.

In effect, partnerships have become the catalyst for significant enough change in the way business is accomplished in this country that America's training industry and its professional **organizations choose** to align themselves with the idea that trainers and educators must be enhancers of performance in the short and long term. Just-in-time training, on demand training, and education programs must demonstrate their critical contribution to success on station, at the job site, even when the job site travels, all the time. Trainers and educators, leaders, managers, and executives may not separate the "helper to

learning” from the application. America’s Army is **delayering** and designing itself, too.

At AMSC, we’re actively interviewing commanders and senior executives to determine the most useful skills our students can learn, to be followed by visits to all categories of installations to find the practical problems which continue to need attention and to find ways to actively incorporate these into the methods of learning and the curriculum. In short, more than ever AMSC seeks to make the commanders and executives who depend on our graduates’ performance on the job, partners in the development of curricula and programs to support Force XXI and the Army through at least the year 2010. Further partnerships in this effort will include DOD level commanders and executives, other schools which provide leadership and management education and training, graduates, the mid-level managers and leaders with whom AMSC graduates work, and the employees who may some day want to become AMSC students.

An active and continuing partnership with the people who depend on the performance of their leaders and managers will ensure a trained and ready sustaining base in these times of constant change.

CONSULTING PROJECT FOR CHIEF OF THE ARMY RESERVE

On 13 Jul 94, the Chief of the Army Reserve asked Dr. **Lohmann**, AMSC Dean of Academics, for consulting assistance to enhance the quality of resource management within his immediate staff in the Pentagon. This request was caused by a loss of Total Obligational Authority in the FY 94 finding process due to actions by the Office of the Secretary of Defense and Congress.

An AMSC consulting team was formed consisting of faculty members Don Even, Steve **Regester**, Mitch Scott, and Cecilia Solomon. Three distinct efforts were undertaken which separately targeted Army Staff action officers, middle management, and the senior U.S. Army Reserve (USAR) management level. Seminars were conducted during the period 28 Nov -6 Dec 94 involving almost one hundred USAR personnel. Among the topics addressed were the importance of planning in making programming decisions, how to conduct the Management Decision Package on the Army Staff, the importance of preparation in the Program Budget Decision process, the unique position the Chief of the Army Reserve occupies in the Planning, Programming, Budgeting, and

Executions System, and key documents for the USAR in **resourcing** decisions.

MTMC GRADUATES HOLD LUNCHEON



Nelson Chandler addresses AMSC graduates of the Military Traffic Management Command during a luncheon on 14 Jun 95.

The AMSC graduates from Headquarters Military Traffic Management Command (MTMC) held a luncheon on 14 Jun 95. Curtis Moore, a 95-1 graduate, planned the gathering as a means to establish a MTMC support group for motivated individuals who have a desire to attend AMSC. The group would be available to assist interested MTMC candidates with AMSC application procedures and provide support to those selected while they attend the College. Graduates who attended the luncheon also expressed an interest in forming an AMSC alumni group (in conjunction with the AMSC Alumni Association) for MTMC graduates who would meet quarterly.

Two graduates (Nelson Chandler and Lee Strong) spoke of the positive impact AMSC had on their careers. Also on the program was COL Hugh D. Clark, Commandant of AMSC, and faculty member, Cecilia Solomon, who told of being a student and then returning as part of the faculty.

COL Peter L. **Asimakopoulos**, Chief of Staff; Mr. Bob Moore, Deputy Chief of Staff for Operations; and Mr. John Piparato, Deputy Assistant Deputy Chief of Staff for Operations, also attended.

DEPARTMENT OF EVALUATION

GRADUATE TRENDS

DENISE HENDERSON

One of the interesting trends we are seeing after three years of the longitudinal study is related to retention. While approximately the same number of graduates and control group members are leaving the Army, what happens to them when they leave is very different. Almost three times as many nongraduates have retired and slightly more than twice as many nongraduates have left government service. So what is happening to AMSC graduates who leave Army? Seventy-one percent of them are going to work in other areas of Department of Defense or government agencies outside Defense. While these statistics account for only the two classes which are matched with control groups for the study, the trend is the same across all classes. AMSC graduates can now be found in Information Services Agency, Defense Finance and Accounting Service (DFAS), Defense Commissary Agency (DeCA), Defense Logistics Agency (DLA), as well as various offices within the Office of the Secretary of Defense.

While some graduates had no choice since their entire agency converted from Army to Defense (DeCA and DFAS), others saw the change from Army to other areas of DOD as a way to expand and use their knowledge. A graduate of Class 91-3 felt AMSC contributed to his move to one of the Air Force's Regional Compliance Offices where he now is the Environmental Program Manager for a 21-state area."... I **firmly** believe that AMSC gave me the additional resource management skills, management and leadership tools, decision-making skills, and communication skills to effectively manage a USAF regional environmental program in hazardous waste that serves six MAJCOMS and 54 USAF installations . . ." While a number of agencies outside Army have expressed interest in sending students to AMSC, DLA has already graduated two employees. So Army is not the only organization which sees the benefits of the type of education AMSC provides.

Does Department of the Army benefit from having AMSC graduates in other areas of DOD? With more consolidation of services, Army can only benefit from having individuals with an understanding of Army systems in positions which will impact on and influence decisions which affect Army and the rest of DOD. Carolyn McKnight, who worked in the Directorate of Evaluation until Jan 95, is now with the Deputy Assistant

Secretary of Defense (Civilian Personnel). Her job involves developing policies for the entire Department of Defense in the areas of training and career development. To accomplish this mission, Carolyn attends numerous meetings each week with representatives of the services and defense agencies. She reports finding several AMSC graduates at every meeting she attends. When you consider there are just over 2,000 AMSC graduates, this would seem to indicate that while you are few in numbers you are making a large impact on the future of the Army and DOD.

CYBERHELP

As many of you know, AMSC is not exactly state of the Army in the way of automation. We still do not have a LAN but many of us are discovering ways to navigate the information superhighway without the latest technology. If you haven't tried exploring the INTERNET yet, you should. There is a wealth of valuable information available at your fingertips. In fact, information about AMSC was recently featured in the opening messages of the Training Forum on OPM MAINSTREET.

Once AMSC has a LAN up and running, the Directorate of Evaluation plans to administer student surveys via the LAN rather than the old paper and pencil method. Eventually we hope to expand this method as an option for graduate surveys. In the meantime, I am interested in exploring ways to administer surveys electronically, probably via e-mail. While it is simple enough to develop a survey and electronically mail it out, is there a way for individuals to complete the survey without have to download? While many of us download items on a regular basis, this can produce significant stress for others. And even more stress when you have to upload it for return. If you have any ideas on how I can accomplish something like this (and can explain it in layman's terms), drop me a note a HENDERSD@PENTAGONHQDADSS.ARMY.MIL or you can use the old fashioned way and call me at DSN 655-4707. Any ideas will be greatly appreciated.



AMSC ATTENDANCE BY GS-11s

We know that AMSC graduates are the most important spokespersons for the College. You become the information source for those from your organization or installation interested in learning about AMSC or applying for admission. Because of this, we understand that it is important to provide updates on a variety of College related topics.

You may have heard that the Civilian Personnel Management Directorate announced that "exceptional" GS-11s could apply for Class 95-2 and, in fact, for future classes. We would like to clarify this message and would appreciate your assistance in disseminating the information. Exceptionally well qualified GS-11s will be considered on a case-by-case basis. Along with their applications, they must submit a request for waiver to the eligibility criteria (GS 12-14s). We anticipate these GS-11s to be those individuals at local posts, camps, or stations who have positions of great responsibility.

We are pleased to have the opportunity to provide professional development to this very select group of GS-11s who have proven their leadership potential.



AMSC BROCHURE

Something new accompanies your copy of *Visions* this time. We have developed an AMSC brochure to publicize the College. We **received** the first printing just before going to press on *Visions*; graduates are the first to receive a copy. This brochure will give a synopsis of what AMSC offers, to include the Garrison Precommand Course and the General Officer Installation Commanders Course. We hope you will share the brochure with a potential AMSC candidate.

Also enclosed is an application information packet to aid the potential candidate in the application process. This information has been extracted from the PERSCOM Catalog to speed the application process.

Help us spread the word about the College; share these with a colleague.

DID YOU KNOW?

Dr. Ursula Lohmann, Ph. D., AMSC Dean of Academics, was elected to the Board of Directors of the American Society of Training and Development. This organization represents over 55,000 corporate based professionals in the training and development industry worldwide. Additionally, her article, "Leadership Education Lessons Learned" was published in the Summer '94 edition of *The Public Manager*.

Sandra M. Smith, Pilot Class, contributed to the "Army Management Staff College, This is What They are Saying" column in the Winter 1995 edition of the *Image*.

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Ann Price, 89-1, is now a **Diplomate** in the American College of Health Care Financing Administration. She was required to successfully complete an eight hour oral and written examination and meet other credentials. Ann is also a recipient of the Health Care Financing Administration's Administrator's Citation for her work in the design and coordination of a nationwide marketing strategy for military Medicare beneficiaries.

Mark Checchia, 90-1, returned from a 3-month deployment with the National Intelligence Support Team, for NATO's Operation Deny Flight in Vicenza, Italy. Deny Flight's mission is to keep the warring parties in Bosnia-Herzegovina from using aircraft in the conflict, as well as to provide air support for United Nations peacekeepers should they become targets of the warring parties. For his service, Mark received the Defense Intelligence Director's Award.

Anna Carter, 90-2, completed a long term training assignment with the Deputy for Logistics, Assistant Secretary of the Army (Installations, Logistics, and Environment).

Joy Martin, 90-2, wrote an article entitled, "Learning is the Focus--Technology is the Vehicle", published in the Aug 94 issue of *DFAS, the Accounting Firm* magazine.

Dr. Naim **Qazi**, Class 91-1, has received the U. S. Air Force second highest Exemplary Civil Service award from Ms. Sheila **Windall**, **Secretary** of the Air Force. Dr. Qazi is the Senior Environmental Engineer with the Air Force Base Conversion Agency responsible for converting Air Force closing bases into community reuse.

Shirley Lemon, 91-3, graduated from the DOD Financial Management Program with a Master's Degree in Public Administration,

John Baggett, 92-1, received the 1994 Directorate of Public Works (DPW) Executive of the Year Award at a ceremony in Alexandria, VA, on 6 Dec 94. The Army wide award, named for former Chief of Engineers, William C. **Gribble**, Jr., is presented annually to a DPW Executive in recognition of excellence in managing engineering and housing functions.

Bruce Schoch, 92-3, published an article concerning Networking TRADOC Schools in the Apr 94 edition of **Transportation Corps**.

Dave Day, 92-3, graduated from the University of New York, Albany Regents, with a Bachelor's Degree in Liberal Arts.

Eleanor Richardson, 93-1, received the Fort Bragg Supervisor of the Year award on 10 Nov 94. Twenty-two individuals from the military and civilian sector were nominated.

Loraine Salerno, Class 93-1, was interviewed for the article "Eating Right, the Army **Way**," for the April 1995 edition of **Soldiers Magazine**. **Loraine** is Chief, Menu Development Division, Quartermaster Center and School, Fort Lee, VA.

John Seese, 93-1, received a Master's in Management from Webster University. He received 12 credit hours toward his Master's by attending AMSC.

Angela Natho and Terry Wheeler, 93-2, wrote articles entitled, "Army Management Staff College, This is What They are Saying," for the Winter 1995 edition of **Image**.

Thomas A. **Eagling**, 94-1, wrote an article "Army Management Staff College, A Graduate Reflects on the Challenges and Opportunities" for the 3rd Quarter, 1994 edition of the **Resource Management Magazine**.

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Ilse Kleiman, 94-2, was accepted into the graduate level Financial Management Program at Troy State University. One of six selected, **Ilse** will receive an MPA after the 1 1/2 year program. She learned about the program from a fellow classmate while attending AMSC, so she credits AMSC with two great learning experiences in her career.

Curtis Moore, 95-1, has been accepted into the Logistics and Acquisition Management Program (LOGAMP). The program begins in **Jul** 95. LOGAMP is a HQDA career development and staffing program managed by a committee from HQDA Chief of Staff for Logistics, HQDA Deputy Chief of Staff for Personnel, and the Commander, U.S. Army Materiel Command. The program is designed to enhance the Army Logistics Community through structured and controlled developmental assignments. LOGAMP provides essential technical, managerial, and leadership training for high-potential civilians to meet the Army's requirements for effective acquisition and logistics managers.

Cecilia Solomon, Professor of Resource Management, has been selected to attend the Army War College. Her class begins 1 Aug 95.

Mitch Mitchell, Professor of Military and Strategic Studies, delivered a speech at Carlisle, PA, commemorating the placement of a marker at the grave of a Civil War veteran and Medal of Honor winner.

Lily Waters, AMSC Librarian, was elected as Army Representative to the Armed Forces Libraries Round Table of the American Library Association (ALA). As an education and service organization, ALA is committed to the improvement and expansion of library and information services.

COL Jerre W. Wilson, AMSC Chairman of the Leadership and Management Department, co-authored a paper entitled "Smart Weapons Operability Enhancement Synthetic Scene Generation Process." It was presented by Dr. George Koenig, Research Scientist with the U.S. Army Corps of Engineers during the International Society for Optical Engineering Symposium held in Orlando, FL, from 17-21 Apr 95.

Professor Russell A. Vacante's article, "Partnership in Reliability, Maintainability, and Supportability Standards: A Jump Start towards Acquisition Reform," was published in the 1st quarter 1995 edition of *Rac Journal*. The journal distribution includes DOD leadership, professional societies, and industry associations. Dr. Vacante is editor of the Partnership in RMS Standards Newsletter for Professionals.

Russell A. Vacante, Ph. D., and Paul E. LaBrie, AMSC professors, have been awarded a highly competitive fellowship at the University of Illinois Urbana-Champaign Russia and East European Center. Surviving a rigorous selection process, they have been appointed Research Associates for the 1995 Summer Research Laboratory on Russia and eastern Europe. Dr. Vacante and Mr. LaBrie will conduct research on contemporary issues such as the Russian industrial base and ethnic conflict in the former Yugoslavia. The program began in June 1995.

Professor Paul A. LaBrie was recently admitted into the doctoral program, Conflict Analysis and Resolution, at George Mason University. Upon completion, Paul will earn a Doctor of Philosophy in Conflict Analysis.

Charles Delaney, AMSC Instructional Systems Specialist, won the Annual Armed Forces Golf Tournament at **Kingmills** Golf Resort in Williamsburg, VA, on 22 May 95 with 125 golfers participating. The one-day tournament encompassed installations and bases from the surrounding area to include Fort Monroe and Langley Air Force Base. This was the first time Charles competed in this event.



IMPROVEMENTS AT KNADLE HALL

Knadle Hall is continually striving to improve its services for its customers. The latest information from the billing office is:

- In-room voice mail service was put into on line in mid-November.

- New brass luggage carts are being purchased for customer use.

- Plans are in effect for new carpet and wallpaper for the lobby and hall areas in FY 95.

- **Knadle** Hall now has a fish pond and fountain in the circular drive area.

- DOIM has provided **Knadle** Hall with 59 phones that can be used with personal computers and answering machines.

- A shuttle bus is now provided on Mon and **Thurs** from 1600-1900 to transport students throughout the post. The shuttle makes one trip per hour.

INVITATION TO EXCEL

This column is written by graduates who feel that attendance at AMSC has influenced their job performance and personal life in a positive way. Please contact us if you wish to contribute an article for this column.

I recently made my first return visit to attend an AMSC Alumni Association gathering. As if on auto pilot, I parked in the garage of the Radisson Mark Plaza Hotel, giving me the opportunity to cross through the hotel to make my way to the Retreat. I could certainly empathize with Terry **Brashley**, last issue's contributor to "Visions of the Past," as he nostalgically wandered through the Radisson in its post AMSC era. But for me, nostalgia hit when I realized I was the only 90-2 graduate there! Then a recent graduate (whippersnapper comes to mind) proudly announced that the number of Fort **Belvoir** graduates was now overtaking the Radisson crowd! So much for respect for elders... I did take some solace in several current AMSC students, who asked in an incredulous tone, "You really went to AMSC here?"

As I reflect on all of the positive contributions AMSC has made to my professional development, it is actually the one it made to personal development for which I am most appreciative. It began as a threat, or at least that's how I saw it at the time. When I learned I had been selected for AMSC, it wasn't the academics that frightened me, it was the **PT** test! Why? Because I was convinced I would either humiliate myself or die! For those I have not met, perhaps a point of clarification is in order. Then at age thirty-four and with no health issues, I had no excuse to either be humiliated or die. But the truth is, when it came to fitness and diet, I had nowhere to go but up. While I was ready to make changes, AMSC provided the needed catalyst.

I can only imagine what my German neighbors thought as I decided to prepare for my upcoming PT test by running through the neighborhood. Running is really not the optimum word here, since I would run 20 feet and walk the next two blocks. To make matters worse, I hate running! But fear can be a great motivator, so I kept up this rather pitiful regiment for the six weeks leading to my departure for Washington.

Much to my relief upon arrival, I learned a **PT** test was not a requirement. However, part of the course preliminaries included a basic medical screening. I

learned the body fat for a woman my age should range from 21 to 27 percent. At 114 pounds I was a whopping 31 percent body fat with a cholesterol of 251. I still have that register tape giving me my readout, but as you may have guessed by now, those numbers are history.

I gratefully gave up running and found that my love is aerobics. My first attempts in aerobics class were as pitiful as the running, but those years of dance class finally paid off. Once I could build up enough stamina to move AND breathe, the aerobic routines began to come naturally, and a healthier diet gave me energy to find my way to aerobics class at the end of a long day.

No, I'm not a Jane Fonda or Kathy Smith, but I have faithfully maintained a three-times-a-week minimum workout regiment. I reduced my body fat to 29 percent during the fourteen weeks and that was before I added weight training to my workouts. Now stairs or bags of groceries are no effort. My most recent cholesterol reading was 187, and I now have the much needed **energy** for those long days at the office.

So for those of you who have always been or are today healthy and physically fit, I congratulate you! But for those who struggle to make and maintain those lifestyles changes, I want you to know that if I could do it, so can **you!!!** I'd love to hear from you! And if you're in Washington, let me share with you that wonderful Army heritage that is Fort Myer, Fort McNair, and Arlington National Cemetery!

Bianca Warner
90-2

GRADUATE NEWS

Information appears in GRADUATE NEWS about those who have been promoted, moved to a new position, or selected for further educational opportunities. In order to keep this information up-to-date, we request that the Class Scribes or the affected individual forward any information regarding student promotions or movements to the Editor. To update your work and home addresses, please contact the Registrar at (703) 805-4757/67 or DSN 655-4757/67.

PILOT

POC: Mike Early, (410) 278-1189. Peggy Paine was promoted to **GS- 15** as the Director of Administration and Services at ALMC; Wes Truscott is now Deputy

Commander, Fort Oral, until it closes and then will join the Defense Language Institute, Monterey, CA.

88-1:

POC: Mary **Marineau**, (703) 274-4527 or DSN 284-4527.

89-1:

POC: Mary Dakis, (703) 697-1414 or DSN 227-1414.

89-2:

POC: David Nickum, **CAE-LINK**, 501 Delaware, Leavenworth, KS 66048, (913) 651-7480.

89-3:

POC: Dian Stoskopf, (202) 475-2520 or DSN 335-2520.

90-1:

POC: Mark **Checchia**, **J20-1**, Requirements, The Pentagon, Washington, DC 20340, (703) 614-5555/5041 or DSN 224-5555/5041. Thanks to Tereasa Coady for volunteering to be the temporary Class Scribe while Mark was away in Italy. Mary Brown was promoted to LTC; John **Tomko** is now with OSD as the Program Manager for Military Support to Civil Authorities and Military Assistance for Civil Disturbances, room **1D460**, (703) 697-5454 or DSN 227-5454; **Carole Birckhead** is Director, Equal Employment Opportunity Office, Inspector General, Department of Defense (703) 604-9708 or DSN 664-9708.

90-2:

POC: Richard O'Connell, (314) 596-0637 or DSN 581-5127. Viola **Britt** can be reached at (804) 734-2680 or DSN 539-2680 at the Curriculum Development Center, Fort Lee, VA.

90-3:

POC Anita **Sharninghouse**, (419) 221-9503 or DSN 786-6223.

91-1:

POC: **Karla** Timmonds, (703) 617-7599 or DSN 850-6003. MAJ Hewitt (**Juiji**) has been assigned to the Defense Nuclear Agency as a Program Manager, Washington, DC, (703) 325-2251, and has made the LTC list; MAJ **Kathryn** Nichols is now assigned to the U.S.

Army Logistics Evaluation Agency, New Cumberland, PA, as a Logistics Staff Officer, (717) 770-7848.

91-2

POC: Dale Abrahamson, (804) 727-4227 or DSN 680-4227. Robert Buckingham retired from federal service; Rich **Wightman** is now a Team Leader, Integration Cell, Army Doctrine Directorate, Deputy Chief of Staff for Doctrine, Fort Monroe, VA, DSN 680-3089; Gordon Goodwin is now a member of the TRADOC Analysis Command, Fort Lee, VA.

91-3:

POC: Donald Crissup, (703) 614-0315 or DSN 224-0315. Anna Carter has been promoted to **GS-13** and is now the Logistics Management Specialist, Maintenance Division, Supply and Maintenance Directorate, Headquarters, Department of the Army, (703) 614-7051 or DSN 224-705 1; LTC Ron Borden is now a Congressional Affairs Contact Officer, Washington, DC.

92-1:

POC: Bill Noxon has left the Army to take a promotion to **GS-14** as the Public Information Officer, National Education Goals Panel, Washington, DC, (202) 632-0952. He will remain the class scribe. His work address is: Suite 270, 1850 M Street, NW, Washington, DC 20036. This will change in approximately five months. Gary Gillette was promoted to **GS-14** and is the Supervisory Information Systems Management Specialist and Director of Technology and Analysis, Office of the Deputy Chief of Staff for Information Management, Training and Doctrine Command, Fort Monroe, VA; Rose Robinson left the Army and is now a Project Manager with **CACI**, Arlington, VA.

92-2:

POC: Terry **Brashley**, (913) 684-5511 or DSN 552-551

92-3:

POC: **Joelle Garlow**, (404) 669-5783 or DSN 367-5783. **Joelle** has been promoted to **GS-13**; Randy Robinson transferred to Fort Bragg as the Plans Program Officer, U.S. Army Garrison; Kathy **Marullo** is now a Logistics Management Specialist, Headquarters FORSCOM, FORSCOM Redistribution Center, Fort McPherson, GA 30330, (404) 752-4406 or DSN 572-4406; Bruce Schoch is the Network Manager, Curriculum Development Center, **ATTN: ATCL-A**, Fort Lee, VA 23801-6000,

DSN 687-7059; Mike Ackerman is an Environmental Officer, Directorate of Public Works, Fort Bragg, NC, DSN 236-6518; Anita Casanova is with the Directorate of Resource Management, Analysis Branch, **ATCOM**, St. Louis, MO, DSN 693-2731; Dave Day is Chief, U.S. Army Non-Tactical Vehicle Office, DCSLOG, **HQ USAREUR**, Unit 29351, APO AE 09014; John **Ferdon** has been temporarily promoted to GM-14; Gary Baker left DOD for the Department of Education, Washington, DC.

93-1:

POC: Kevin Hoffman, (804) 727-2324 or DSN 680-2324. Linda Alderman, the wife of the late Joe Alderman, sends thanks for the concern and care expressed by his classmates at the time of his death. Marta Bailey is a Senior Research Psychologist, Commander, 7th Army Training Command, ATTN: AEAGC-TD-TA, Unit 28130, APO AE 09114-5413; Nancy **Bottini** is on a temporary assignment as the Associate Director for Professional Development, American Society of Military Comptrollers, Intergovernmental Personnel Act Mobility Program, ASMC, 225 Reinekers Lane, Suite 250, Alexandria, VA 22314, 1-800-462-5637; John Hendrickson is now a Logistics Management Specialist, Office of the Deputy Chief of Staff for Logistics, (703) 695-4151 or DSN 225-4151; Gary May was promoted to **GS-13**, Resource Acquisition Support Analyst, Office of the Deputy Chief of Staff for Doctrine, Headquarters, TRADOC, (804) 727-3691, DSN 680-3691.

93-2

POC: Deborah Harmond, (404) 669-6276 or DSN 367-6276. Sheldon **Shealer** was promoted to **GS-13** and is now Chief, Strategic Plans and Materiel Division, U.S. Army Medical Materiel Agency, (301) 619-7353 or DSN 343-7353; Annette Kuz has been promoted to **GS-13** and is an Assistant Counsel with the U.S. Army Corps of Engineers, Humphreys Engineer Center Support Activity, Alexandria, **VA**, (703) 355-2160.

NONRESIDENT PILOT PROGRAM

POC: Cliff Letts, (804) 878-4714/4632 or DSN 927-4714/4632 or Fax (804) 878-1454 or DSN 927-1454, or **lettsc2eustis-emh1.army.mil**. The following individuals are now in the Combat Training Support Directorate with the Army Training Support Center, Fort **Eustis**, VA. Cliff is Chief, Instrumentation and has also been assigned in the Army Reserve as Deputy Assistant Commandant,

U.S. Army Aviation Logistics School; George Burns is Chief, Technical Support Division; Jim Hughes is the Senior **Logistician**; and Ralph Lembke is a Training Specialist with the Tactical Engagement Systems.

93-3:

POC: Jean Turner, (703) 274-8266 or DSN 284-8266. Rita Savage has been promoted to **GS-13** and is the Team Leader, Curriculum Development Center, Combined Arms Systems Command, Fort Lee, VA; David **Shafii** has been promoted to **GS-13** and is the Deputy Director of Engineering and Housing, Darmstadt Military Community, GE, DSN 348-1560/7122.

94-1:

POC: Ann L. Turnmeyer, (205) 842-7388 or DSN 788-7388.

94-2

POC: George S. **Polich**, (206) 967-0157 or DSN 357-0157.

94-3:

POC: Martha Knott, 11012 **Donneita** Drive, Huntsville, AL 35810, (205) 852-0174. Martha will also be able to take faxes on this line. Her work phone number is (205) 876-3251 or DSN 746-3251.

95-1:

POC: Susie B. Russell, 5th Squadron, 16th Cavalry Regiment, ATTN: ATSB-SBE, Fort Knox, KY 40121-5212. Her work phone number is (502) 624-2535/7343 or DSN 464-2535/7343. You can fax to her at (502) 624-5708.



“Although completion of the course proved to be very challenging, I cannot express the degree of my growth in mere words. It’s a matter of having a total makeover, in knowledge, awareness, attitude, behavior, motivation, and understanding of my responsibilities as an employee of the U.S. Army.”

Graduate
94-2

GOOD NEWS FOR CLASSES 87-1 THROUGH 90-3 CLASSES

ACE/PONSI REVIEW COMPLETED

On August 4, 1994, a team of college professors sponsored by the American Council on Education (ACE) Program on Noncollegiate Sponsored Instruction (**PONSI**) arrived at AMSC to review the college curriculum for the classes from 87-1 to 90-3. The results are as follows:

Lower Division Baccalaureate/Associate degree:

Health and Wellness	2 semester hours
Computer Literacy	1 semester hour

Upper Division Baccalaureate Degree

Communication Arts	3 semester hours
Introduction to Management	3 semester hours
Introduction to Statistics	3 semester hours

Graduate Degree

Budgeting and Logistics Management	6 semester hours
Public Policy	6 semester hours

This total of 24 semester hours is recommended for consideration by colleges and universities in awarding credit for the AMSC education towards the degree of your choice. It is important to note that these are not credits until a college or university awards them, only recommendations.

In order to use the **recommendations**, you should first discuss this with the college/university of your choice. Some schools will simply look the **recommendation up in *The National Guide* (we are not listed with the military schools in the *ACE Guide*)** and will not **require a transcript**. Others will want you to go through the process of requesting a transcript from ACE. If you **need to do the latter, please either call or write The American Council on Education** for the forms which need to be **processed**.

The American Council on Education
The Center for Adult Learning and Educational **Credentials**
Program on Noncollegiate Sponsored Instruction
One Dupont Circle
Washington, D C 20036-1193
TEL: (202)775-8578

They will send you the forms which are to be completed and sent through the College to ACE in order to generate a transcript. The processing fee for ACE is \$25.00 with **all** official transcripts costing \$5.00 each.

The American Council on Education is currently conducting a survey of graduates of AMSC who have applied for transcripts. The survey is to determine the success of graduates in using the credit recommendations. This survey is being conducted especially for AMSC in hopes of providing you **all** with information as to which colleges are awarding credit, how much credit is being awarded, in what areas, and towards what degrees. As this survey is completed, we will provide you with more information.

In the meantime, good luck with your continued educational endeavors. There are two points of contact at the College. Jane Turner, the Registrar, is the person who actually verifies your completion, the person that your requests go through here at the College. Questions about that process should go to Jane at DSN 655-4756 or COMM 703-805-4756. If you have any questions as to the process of working with the college/university of your choice, please call Linda Ryder, DSN 655-4705, COMM 703-805-4705.

MY ROAD TO LEADERSHIP

I'm forty-two. When I was twenty-six, I endured the supervisory equivalent of the Kobe earthquake: I had developed a research project, obtained a federal grant for support, and became the project leader. With this role came hiring and supervising a staff of 10, plus 16 consultants, and the ongoing motivation of 12 independent research sites. It was a gigantic leadership task for someone whose "supervisory" experience had involved, at the most complex level, ad hoc committee leadership. It was a challenge, but through my staff's and my own skills, the project went remarkably well. I was a whiz-kid, and my project was a marvel. Near the end of the two-year project, three disasters struck in rapid succession: First, a colleague at one of our sites committed suicide; next, a client at another site was murdered; third my project administrative assistant/secretary/bookkeeper veered off into insanity, topped off by a total nervous breakdown suffered right on the job; and as an anti-climax, the federal sponsor RIFed our project monitor. I felt personally responsible for each and every disaster, short of the RIF.

For the next 12 years, the idea of being in charge of anything had the same appeal as a root canal.

In my late 30's, as a consequence of USAREUR's free-fall (otherwise know as controlled drawdown), I asked to take over a staff. I viewed this request in the same manner as the weenie who leads the wagon train across the desert after the Indians have massacred **all** senior leadership: It was me or nobody. The prior leader, a charismatic, brilliant man, had died after an extensive, debilitating illness, and the staff was in disarray. But I took it on and excelled. I filled vacancies, rebuilt or invented methods and system documentation, smoothed tempers, and rebuilt a team. After a year, just as my wagon train was pulling into Santa Fe, I was recruited for another supervisory position and promoted to GM-14.

Something obviously happened **between** ages 28 and 40. What?

First, role models. I worked for several brilliant leaders--individuals whose steady, positive, clear-sighted leadership styles have served as beacons piercing the dark for me. Equally helpful, I worked for some poor supervisors--supervisors who cheated on their wives with the junior staff, drank too much at office parties, viciously berated their staffs with regularity, ducked when the difficult choices had to be made, and were simply incapable of leading through lack of subject matter expertise. I gradually saw that even I, leader of the Dormer Pass of research projects, could do much better than my poor role models.

Second, time healed. I came to softly accept my colleague's suicide, however regrettable, as her personal choice. I try not to remember my client's murder often; at the very least, I've stopped blaming myself for encouraging her to pursue legal avenues against her assailant who did what he threatened which was to break out of jail, track her down, and kill her. I finally realized my assistant's madness was her own, and her breakdown long overdue. In fact, collapsing on my time was a perverse compliment: She knew I would take care of her, which probably no prior supervisor would have done. I even allowed myself to feel some of the real undeniable anger at the confusion and grief she caused my staff and myself in the hectic final months of the project. The anguish has subsided, and now even the anger is gone.

Third, I aged. I'm now the same age as my best role models were when I first worked for them. In my list of good leader characteristics, I found myself listing "inwardly motivated as a key positive trait. The leaders I have admired seemed, from my junior perspective, to move forward without steam. Now, I'm pretty sure they got some external assistance from time to time, but when you're a kid, Dad's sooooo big, you know? Now I'm

Dad. Recently, my PC crashed, taking a week's worth of programs with it that had to be painstakingly recreated. A junior member of my staff was with me at the time, and I recall staring at the dead screen and thinking, "I can't look upset! Not in front of the **children!**" After recovering all files, I bumped into a colleague who pleasantly asked how things were going. So I told him about the PC crash. I unburdened myself. I shared. He offered a bit of good natured, good humored consolation ("oooooh..bummer. "). And you know what ? **IT DIDN'T HELP WORTH A DAMN.** It would not have helped my role mentors either. I'm going back to my list of good leader characteristics, cross through "inwardly motivated" and write "fakes inward motivation well." I take comfort imagining the great leaders of time faking it: Napoleon, Moses, Lincoln, Joan of Arc. My own Dad: **soooo** big, some days moving forward without steam, and some days faking it, at least until the steam came back on.

Fourth, in aging, I (thankfully) matured. I've had experiences that one cannot escape from. By consequence, I've learned to sit and take it. In my late 20's I was indeed a "whiz kid," with a strong emphasis on "kid." I had not yet experienced the chronic illness of friends and parents; I had not yet seen someone die; I had not yet given birth. There is something about these experiences that gives one a measure of consistency and sticking power. In graduate school, we did a class exercise that was graded solely on the participation of the individuals. If someone tuned out, sighed and gave up, or mentally checked out, we lost points. It's what I teach and model with my staff: You cannot ride without peddling. We will not get from here to there without everyone's efforts. If you check out for a moment, be sure to check back in.

At this point, I'm considered a very capable supervisor. Even visionary. My staff is loyal and well motivated. We perform well and attract **taskers** that other divisions have **failed**. In a drawdown that has left a wasteland where well-groomed professional gardens once bloomed, I have been extended year after year. I've even been promoted. By these objective criteria, I must be doing something good.

How I do this is mostly understood and yet partly a mystery to me. Like my role models, I am generally even tempered. I am able to work very long hours for extensive periods without getting disheartened or losing perspective. I genuinely care about my staff. I am

technically proficient and demand a technically proficient staff through training and recruitment. I enjoy my work, and that genuine enjoyment carries over to the staff.

But I'm also less organized than I wish to be. I will happily waddle in data and details, when I should pull back responsibly and see the big picture. I worry that my concern for my staff doesn't come across to them. I worry about my inability to structure our work and processes so as to reduce overtime and crash periods. I want to institute stress reduction and health maintenance. I want to do 360 degree evaluations, and instead I'm late submitting all TAPES objectives. I worry that I'm just a "junior 14" and hope that I'll grow into my own shoes eventually, even while my supervisor talks about growing at 15.

But, for better or worse, at least I'm an open book. There is less and less of me that is obvious to everyone but myself. There are few secrets I fear will leak out and become evident to someone else. The AMSC tests and feedback bear this out: I scored the same, extreme "INTJ" on the Myers-Briggs as I have scored several times over the years. Feedback during the first week at AMSC confirmed a high degree of congruency between how I see myself, and how I am seen by supervisors, peers, and subordinates (fortunately, the congruency was one positive trait). I like that. I've pushed a good deal of me into the open quadrant. Consistent with these test results, I scored high on the **Blanchard** Leader Behavior Analysis II instrument scales for flexibility as well as effectiveness; my primary style is "high directive, high supportive behavior," while my secondary style is "high supportive, low directive behavior." (It helps to have selected a good staff--I do not have to kick butt and take names often! But just in case I do, my developing style is "high directive, low supportive behavior.") And given my **Myers-Briggs**, it is no surprise that when I erred on the **Blanchard** LBA, it was because I selected behavioral responses that were overly directive.

This is where I'm headed: Letting go. Empowering the staff rather than directing or coaching. Setting up systems and processes; scouting out the future; and trusting that a well trained, well motivated staff will respond positively when the target and map are clear. There will come a day when my staff knows more than me, and that's **alright**. In fact, it's what they are paid to do. I'm the grown-up my Dad was, and perhaps even the grown-up my Dad never was.

Devorah Waesch
Nonresident Class 1995

AMSC ALUMNI ASSOCIATION

Alumni Leadership Award Established

The Alumni Association Board of Officers has established an AMSC Leadership Award to be presented to a student from each class who exemplifies those qualities expected in the Army's best leaders. Through initiative and selfless service, the student is recognized by his or her peers for significant contributions through effective leadership. Nominees are submitted by fellow students to an Awards Committee and final selection is approved by the Alumni Board of Officers, the Commandant, and the Dean. Appreciation goes to Class 95-1 Awards Committee, Kathy Noe (92-1), Dave Simpson (92-1), and COL Jerre Wilson, Chairman of the Leadership and Management Department, for their valuable contributions in establishing the Leadership Award.

The First Alumni Leadership Award

The first Alumni Leadership Award was awarded at the graduation of Class 95-1 on 14 Apr 95 to Mr. Edward T. **Shimanski**. Mr. **Shimanski** was recognized by his peers for his outstanding leadership and humanitarian efforts. His concern, enthusiasm, and resourcefulness gained student support for the well being of local homeless at the Eleanor Kennedy Homeless Shelter. He is a Civilian Executive Assistant at Headquarters, U.S. Army Garrison, Military District of Washington, Fort Ritchie, MD, and has over 31 years of federal service.

Welcomed Classes 94-3 and 95-1

The Alumni participated in welcoming Class 94-3 at the Fort **Belvoir** Officer's Club on 13 Sep 94. Those who attended were the newly elected Alumni Association Board of Officers: John Tomko, Donna Ray, Dian Deal, Carmen Covey, **Aleena** Hampton, and Char Rodriquez. Former graduates Anne Leonard, Liz **Razel**, and Ilse **Kleiman** joined in welcoming the new class.

We also welcomed Class 95-1 at Fort **Belvoir** on 10 Jan 95. There to give them pointers from the student's viewpoint were: Carmen Covey, **Aleena** Hampton, Mary Binder, Brian Sullivan, Ellen **Cimral**, and Sandy Ross.

If you are interested in attending class receptions, contact **Aleena** Hampton at (703) 607-2775 or 2717. This is the opportunity to give our peers the ins and outs. The Alumni Association pays for Alumni members to attend so all it takes is your time.

Alumni Enthusiasm at Association of the United States (AUSA)

Former graduates' enthusiasm and energy helped make the AMSC exhibit at the 17-19 Ott AUSA Annual Meeting a success. Appreciation to Ilse **Kleiman**, Liz **Razel**, Donna Ray, Cecilia Lazzaro, and Aleena Hampton for donating their time and sharing their AMSC experiences with supervisors and potential applicants.

AMSC Alumni Association Presents its First Symposium

Your AMSC Alumni Association Professional Development Committee has begun planning for its first professional development symposium. The committee is exploring the possibility of a partnership with the DA Civilians Committee for the Association of the United States Army (AUSA) advisory board, resulting in a **one-day** event in conjunction with the AUSA Annual Meeting in October 1996.

As part of the symposium offering, we will be inviting all of you to submit articles for publication. As graduates of our esteemed AMSC, I am sure there are many budding authors out there waiting for an invitation to share your opinions, theories, etc. Watch for the announcement in future editions of *Visions*.

In addition to this annual professional development opportunity, the committee is discussing other means to offer current, relevant information to alumni. We would like to hear from you. Please provide your thoughts on topics that you would like to have addressed. We are committed to making your continued professional development our first priority.

Current members of the committee are: Carl Chase, Michael Petty, Randy Tompkins, **Bianca** Warner, Obie **Cherilus**, Ligia Glass, Jerry **Shiles**, and Karen **Geraci**. If you have ideas, and are interested in joining our committee and becoming apart of something big, contact any of the members or Donna Ray, DSN 225-4852; (703) 695-4852 or email, rayd@pentagon-hqdadss.army.mil.

AMSC BEGIN.. NONRESIDENT PROGRAM



Ms. Carol Ashby Smith takes a question from a nonresident student.

AMSC expanded its program offerings in Jan 95 when it began its first nonresident program class of 90 students.

As you may remember, the College conducted a pilot program in 1992-1993 to test the viability of the Nonresident Program. In Jan 94, Mr. Joseph Galbraith, the Assistant Deputy Chief of Staff for Personnel (Army Civilian), and Mr. Tom Edwards, Deputy to the Commander, Combined Arms Support Command (CASCOM), determined that eligible Army personnel who are genuinely unable to attend the 14-week resident program should be offered the opportunity to benefit from the intent and spirit of AMSC through a nonresident version of the program.

As a result, the 1995 nonresident class began with a one-week resident session on 23 Jan 95, in Alexandria, VA. The program includes home study lessons, including practical exercises, research papers, elective requirements, two videoteleconferences, and a final (Capstone exercise in residence) the week of 10-15 Dec 95. Students in the class will graduate with the resident class 95-3 on 15 Dec 95.

This program is very different from the 1992-1993 Pilot Program. An enhanced AMSC curriculum adapted for distance learners that closely follows the 14-week program, updated uses of technology, and seminar mix are only a few of the changes.

Students were competitively selected at the same time as the resident students for 'Class 95-1, and represent a similar diversity in terms of grade, career programs, education level, and gender mix. The 1995 nonresident class is composed of 74 civilians and 8 military personnel, and represents 16 major commands and 14 career programs. There are 6 seminars, each one a cross-

section of major commands, job series, gender, race/ethnicity, and grades.

Students arrived on Sun, 22 Jan, and were unprocessed. A class leadership meeting followed consisting of seminar presidents, COL Hugh D. Clark, Dr. Ursula Lohmann, and seminar faculty leaders. The entire class came together that evening for a class social, where they were able to meet each other, AMSC alumni, and AMSC staff and faculty.

The program kicked off with an opening ceremony on Mon, with LTG (Ret.) Richard G. Trefrey addressing the new class. He challenged the group, as they are the number one class, to always be "Number One." He also opened on Tues, with his (now famous to all AMSC grads!) lecture on "How the Army Runs."

Other guest speakers included Mrs. Carol Ashby Smith, Deputy Assistant Secretary of the Army (Civilian Personnel Policy)/ Director of Civilian Personnel; Mr. Thomas J. Edwards, Deputy to the Commander, CASCOM, Fort Lee, VA, and Mr. Wallace Keane, Vice President of the National Performance Review.

Additional AMSC faculty augmented nonresident program seminar leaders, so that students would have access to two seminar faculty members throughout the week.

The AMSC Operation Center was open from 0630 until 2000 hours each day to ensure students had what they needed.

Students acquainted with the intensity of AMSC's 14-week program will be glad to know this class is no exception. Students began seminar at 0730 each morning and ended at 2000 hours each night. Two evening sessions were devoted to study skills and refamiliarization with the role of "students."



Nonresident students during one of many seminar classes.

Students participated in lectures and seminars on team building, decision making, critical thinking, stress management, health and fitness, Myers-Briggs Type Indicator, and leadership. Health risk assessments were given, and an on-line "classroom" using advanced technology, America On-Line's Military City On-Line, is being tested with the students. This previously has been used with success by the Air Command and Staff College (ACSC). The ACSC experience was with a small, selected group; therefore, AMSC's large group and dispersion of students throughout the world will make this an interesting challenge.

Although the team interaction of AMSC's resident program cannot be duplicated because these students won't be together every day, the seminars will create this teamwork to every extent possible through other available means. The home study work follows a rigorous schedule, as every attempt has been made to ensure the graduate of the nonresident program is as comfortable with "how the Army runs" as the resident student !

Students entering programs such as this must be very disciplined and dedicated. "This was not designed, nor was it ever intended *to* be, a correspondence program," said Dr. Lohmann, at the closing session. She continued, "This was designed to be a true distance education program. An advantage you will have is that you will be able to immediately apply what you have learned to your environment. No doubt your class will teach us much we can apply in all AMSC programs."

HOW CAN YOU RESIST RESISTANCE TRAINING?

The Benefits of Strength Training

Strength training is on the rebound, It has moved out of the basement gym with the football players and bodybuilders into the fitness center. Now, strength training is a perfect complement to an aerobic program, or a great way to get started in an exercise program. The primary effect of resistance exercises is the increase in the strength and endurance of muscles, tendons, and ligaments. What are the benefits? To begin with, increasing your muscle mass will help you fight fat. Muscle tissue burns calories, and the more muscle you have, the more calories you will burn, at rest and during

exercise. The more calories you burn, the fewer your body will store as fat. You begin to lose a substantial amount of muscle tissue beginning in your twenties. This, coupled with a typically more sedentary lifestyle, causes a significant reduction in your metabolism. It is important to do something to reverse this trend. Stronger muscles will also improve your performance and protect your body from some of the injuries of everyday life, or from your sports or exercise activities. Since the benefits of strength training also apply to the tendons and ligaments, they are also better able to protect your joints from injury due to high impact or twisting movements.

Major Muscle Groups

Which muscles, tendons, and **ligaments** should you be concentrating on for an optimal weight workout? According to the **YMCA's *Building Strength at the YMCA***, the following major muscle groups are in the top ten list for maximizing the benefits of strength training: quadriceps (front of the thigh), hamstrings (back of the thigh, erector **spinae** (center back), abdominal, pectorals major (chest), **latissimus dorsi** (over the shoulder blades), deltoids (tops of the shoulders), biceps, triceps, neck flexors (front of the neck), and neck extensors (back of the neck).

Machines or Free Weights?

The benefits to using weight training machines are that you don't have to control the path of the weights. It's a lot safer for new and moderately experienced weight trainers. Lifting free weights can give you more control over training specific muscle groups. Many gyms don't have free weights because of the risk of injury due to a wild weight or loss of control. You should always have a spotter when using free weights. The primary disadvantage to machines is they may not be adjustable to fit your proportions, and you may have to do a lift slightly incorrectly. Generally speaking, though, machine weights are more practical and effective than free weights,

Frequency of Strength Training

You can gain all the benefits of a strength training program by working out two to three days each week. If you work out more than this, you are increasing your chances of injury. The muscles must have time for **recovery**.

Sets and Reps

Do at least one set of a particular exercise for each muscle group. Research has shown that one set of exercise is as effective as doing two or three sets. This is good news if you don't have a lot of time to spend on your weight workout.

How Much Weight?

More is not always better, in terms of how much weight to lift. Set the weight at about 75% of the maximum amount you can lift for a particular exercise. Another way to determine the ideal weight is lift what you can at least twelve times. If you can do sixteen reps, raise the weight slightly.

Form Matters

Perform each exercise through a full range of motion, keeping the movement slow and controlled. Don't let the weights fall! If your form starts to suffer, or you feel pain, stop the exercise and lower the weight.

Safety First

Never hold your breath while you are lifting. This is a potentially dangerous practice, since it causes dramatic fluctuations in your blood pressure. You will probably be sore after the first few times you perform the exercises, but this should go away within a few weeks of working out. If not, see your fitness professional or your physician. If You haven't exercised in awhile or have special limitations, get your physician's recommendations before you begin a program.



Visions is the unofficial publication of the Army Management Staff College. Opinions expressed are those of the writer and do not necessarily represent the views of the Department of the Army. **Visions** welcomes your comments, suggestions, column ideas, and information you feel would be of interest to students and graduates.

AMSC APPLICATION PROCESS

WHO: GS-12, GS/GM 13-14 and GS/GM 15 by exception

HOW: Submit:

AMSC Application Form
DA Form 2302
Last 3 Performance Appraisals
SF 181

THRU: Local CPO/Installation Commander to MACOM

HQ DA Board selects, message notifies MACOM who in turn notifies applicants

WHEN: Local CPOS establish internal suspense to meet dates below

FUTURE CLASSES:

<u>APPLICATION DUE</u>	
<u>START DATES</u>	<u>AT HQ DA</u>
9 JAN 96	18 SEP 95
7 MAY 96	22 JAN 96
10 SEP 96	20 MAY 96



VISIONS STAFF

Editor	De Clark
Associate Editor	Christina Scalise
Graphics	Roger Benfield